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6 April 1949

MEMORANDUM FOR: HXO

SUBJECT: Rotation of Personnel

*Memorandum of Operations*

1. I concur in the principles that:

(a) "Final authority for the rotation of personnel will rest with the ADSO;"

(b) Centralization is essential because of the world-wide aspects of the problem. (It is assumed that rotation does not imply reassignment for rotation's sake, but rather that reassignments will be effected only for valid reasons of which operational demands are paramount.)

2. I disagree with the principle that responsibility for the preliminary work incident to recommending reassignments or continuance of present assignments will rest with CPB. Rather, I believe that such responsibility should rest with ADSO's staff and with the chiefs of the operating units concerned.

3. CPB's responsibility in the program of rotation and assignment should be limited to:

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(a) Providing pertinent data which will contribute to the recommendations by ADSO's staff and to the decisions made by ADSO.

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(b) Implementing the decisions of ADSO.

4. There are several reasons for the above. Among them are:

(a) Personnel Branch does not have the detailed knowledge of operational requirements--what our people are actually doing and what the new job actually involves--to propose reassignments and changes.

(b) For important assignments it is difficult, if not impossible, to select an appropriate candidate from Personnel records. The written record is important and should be considered but principally as a check. Rarely, in my experience, has a person in authority selected an individual for an important job by turning to the file. Rather, the responsible individual personally asks for recommendations from his subordinates or associates in whose opinion he has confidence and who know the candidates. This personal knowledge involving the intangibles is essential to proper placement of individuals in OSO.

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(c) The principle reason for my stand in this matter lies in the very nature of the organization. We encourage the closest possible relation between the individual and the operating unit to which he is assigned so that he will look to his unit for control, direction and guidance. We attempt to cultivate mutual confidence and respect. His initial assignment, his personal problems, everything that concerns him, is discussed in the unit to which he is assigned. It is therefore most reasonable for him to look to that unit for guidance and consideration in regard to his own future. Hence, it seems to me that the preliminary discussions regarding new assignments should be conducted by the unit and should then be referred to the ADSO's staff which can coordinate the separate assignments with a view to the overall requirements.

(d) The policy of moving individuals from one unit to another to meet priority operational demands or for other valid reasons is essential and must be recognized by all as right and proper. No unit can claim title in perpetuity to a person simply because he is initially or currently assigned to such unit. The individual is OSO's, not the possession of one of its parts. Hence, control by ADSO and his staff is required.

5. I concur in paragraph 4.

6. Reference paragraph 5, see paragraph 4(c) above. Further, I believe that such communications signed by ADSO will bring replies addressed to ADSO. Although such replies can readily be sent to the branches or to Personnel, it seems that such a flow of paper is in itself undesirable. I should prefer to see the operating units correspond with their members in regard to their future, coordinating communications with Personnel and ADSO or his staff. When approved plans are to be converted into commitments or orders, then paragraph 4 should apply.

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